

# Highlights of the FY 2016 STATE REPORT ON TRANSPORTATION

**Larry Hogan**  
Governor

**Boyd K. Rutherford**  
Lt. Governor

**Pete K. Rahn**  
Secretary



**“Maryland is open  
for business!”**

## A Welcome Message from Governor Larry Hogan

Maryland is “Open for Business!” I have challenged my Cabinet Secretaries to support economic development and create jobs, and the Maryland Department of Transportation (MDOT) plays a critical role in placing our state on a new path toward opportunity and prosperity.

To change Maryland for the better, we need to move Maryland forward – literally. Improving and maintaining Maryland’s roads and bridges is a top priority for my Administration. I recently announced a \$1.97 billion investment to upgrade highways and bridges from one end of the State to the other, in order to ensure safe and reliable travel. These projects will help to address long-standing unmet highway needs and fix severe gridlock and congestion that dull Maryland’s competitive edge.

The State is also committed to a balanced transportation system, which includes transit investments in every corner of our state – from providing locally operated transit grants to moving a more cost-effective Purple Line forward. In the Baltimore region, we are working with all transit stakeholders to provide reliable transportation to residents throughout the City. The goal is to make better, faster transit available to more people.

From transit and highways to the State’s economic engines in the Helen Delich Bentley Port of Baltimore and the Baltimore/Washington International Thurgood Marshall Airport (BWI Marshall), we are focused on developing innovative transportation solutions to meet the demands of our 21<sup>st</sup> century needs. We will eliminate unacceptable delays in the procurement process. We will remove redundancies and streamline projects. Together, we will chart a new course for Maryland – one where economic development and jobs are our top priorities.



“MDOT will deliver projects BETTER, FASTER, and CHEAPER.”

## MEET PETE, the Secretary of Transportation

I'm honored to serve the people of Maryland as the State's 14th Transportation Secretary under Governor Larry Hogan. I understand that transportation impacts everyone, every day. This is a big responsibility, but also a big opportunity. Providing a balanced, reliable, safe, efficient and affordable transportation system is essential to all of Maryland's citizens and businesses. As Transportation Secretary, I'm charged with managing a \$4.9 billion annual budget (FY 2016) and leading more than 11,000 employees. Our six-year draft transportation budget, known as the Consolidated Transportation Program (CTP), reflects the planned investments of \$15.5 billion from FY 2016 to FY 2021 across the State in transit, highways, the Helen Delich Bentley Port of Baltimore and the Baltimore/Washington International Thurgood Marshall Airport. Above and beyond this \$15.5 billion investment, the Maryland Transportation Authority, an independent financial authority, provides \$1.85 billion for toll facilities throughout the State.

I want to assure Maryland taxpayers that we have assembled the best team possible and are committed to getting the most of every dollar we spend. MDOT will deliver projects BETTER, FASTER, and CHEAPER. Having led transportation agencies in both New Mexico and Missouri for a total of 14 years, I have learned to value relationships, challenge team members to excel, forge strong partnerships and undertake bold plans to better meet the needs of our customers. Innovation, teamwork, accountability and enhanced communication are critical to implementing a successful program that will create jobs and enhance economic opportunities as we CHANGE MARYLAND FOR THE BETTER. We will better serve all of our customers as ONE MDOT working hand-in-hand to deliver the best transportation network possible for Maryland.

In addition to my efforts at the state level, I remain active at the national level. As a board member of the American Association of State Highway and Transportation Officials (AASHTO), I have served as: President, Chairman of the Standing Committee on Performance Management, and Chairman of the Standing Committee on Highway Traffic Safety. I also have served on the Executive Committee of the Transportation Research Board, a non-profit organization serving the public and private transportation industry by promoting innovation and progress in transportation through research.

I take pride in the work of the MDOT team to advance innovative construction projects and to find practical and efficient transportation solutions. MDOT will always be vigilant stewards of the public's money, whether it is federal, state or local resources. I look forward to helping find new ways to provide a more efficient, reliable and safe transportation system throughout the State of Maryland from the Eastern Shore to Western Maryland and throughout the Baltimore-Washington Corridor.

I hope to meet with you as we travel the State this fall as part of our annual CTP Tour!

## MDOT Is Making Great Strides!

- ★ Reduced the number of traffic fatalities in Maryland to 443 in 2014, the lowest number since 1948.
- ★ The Port of Baltimore ranked #1 among US ports and #10 in the world for container berth productivity in 2014 (Journal of Commerce). It also ranked #1 in autos, farm and construction equipment and imported forest products, sugar and aluminum.
- ★ In the first half of 2015, increased the international traffic at BWI Marshall by 30.2% (128,463 more international passengers) and increased total passengers at BWI Marshall by 4.2% (449,217 more passengers), reaffirming it as the busiest airport in the National Capital Region – with a FY 2015 total of 22,761,893 passengers.
- ★ Streamlined highway access management procedures to be more responsive to local jurisdictions and our business stakeholders, to better facilitate and support economic development opportunities.
- ★ Decreased toll rates as part of the Governor's Toll Roll Back Plan, saving Marylanders \$54 million per year which is over a quarter billion dollars in the next five years.
- ★ Reduced the number of structurally deficient bridges from 81 in April of 2014 to 69 in April of 2015, a 15% decrease and one of the lowest percentages (3%) of any state DOT in the US.
- ★ Invested more than \$287 million in FY 2015 on resurfacing roads, a 12% increase compared to FY 2014.
- ★ Exceeded on-time performance targets for Baltimore Metro (96%), Light Rail (95%) and MARC (92%) transit services in 2014.

## One MDOT

The Maryland Department of Transportation (MDOT) is unique among state DOTs in its ability to deliver a comprehensive transportation system and experience to the people and businesses it serves. MDOT houses all of the State's transportation agencies in one organization, ensuring the interconnectivity of state highways, toll facilities, transit, aviation, ports and motor vehicle and driver services. It is important to note that we are ONE MDOT and not six separate agencies; one Department with everyone working together to deliver a world-class transportation system and experience that safely and efficiently moves people, goods and services for a more prosperous Maryland.

The MDOT Secretary serves as Chairman of the Maryland Transportation Authority (MDTA), which owns, operates and maintains the State's eight toll facilities. While the Washington Metropolitan Area Transit Authority (WMATA) is not part of MDOT, the Governor appoints two Maryland WMATA Board members and MDOT staff work closely with those appointees and the other Board members to ensure efficient and effective transit services in the metropolitan Washington region.

MDOT manages the State Transportation Trust Fund, which gives Maryland the flexibility to fund priority transportation needs that support a balanced statewide multimodal transportation system. This capability provides economic benefits to the entire State, creating jobs, expanding opportunities and advancing transportation plans, programs and projects that will improve our transportation system and the quality of life for Marylanders. MDTA is funded through toll revenues, and is not funded through the Transportation Trust Fund.

*“It is important to know that we are ONE MDOT, and not six individual agencies...”*



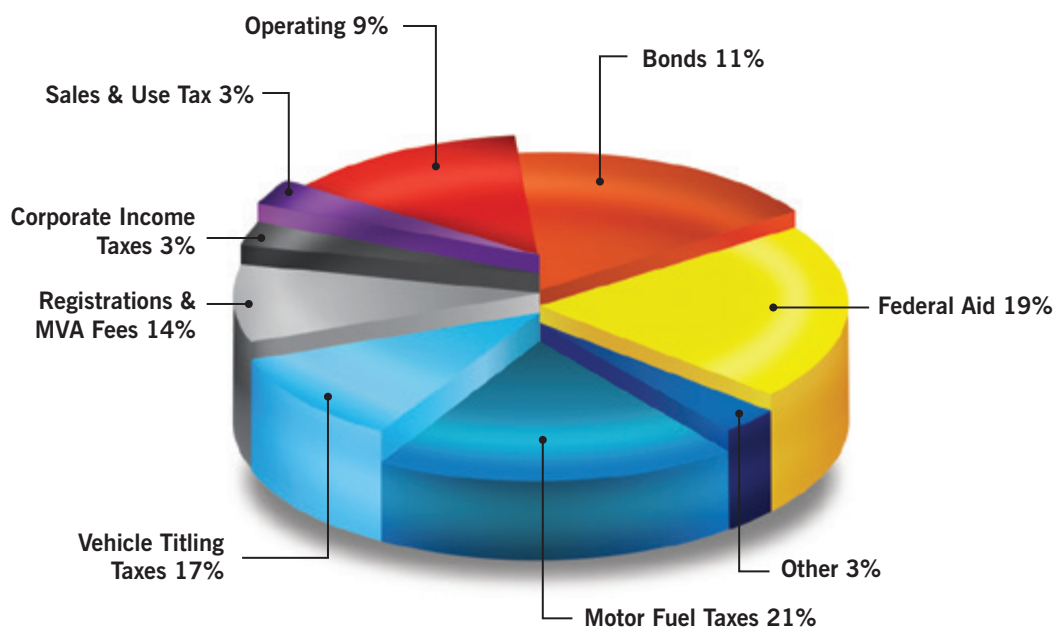


## Where the Money Comes From...

Maryland's transportation system is funded through several dedicated taxes and fees, federal aid, and operating revenues, which are assigned to the Transportation Trust Fund. This fund is separate from the State's General Fund, which pays for most other State government operations and programs. MDOT's customers pay user fees for transportation infrastructure and services through motor fuel taxes, vehicle titling taxes, registration fees, operating revenues, and corporate income taxes. The motor fuel tax, now indexed to inflation, and the vehicle titling tax are the two largest sources of MDOT revenue. Operating revenues include transit fares and usage fees generated at the Port of Baltimore and BWI Marshall Airport. Further, MDOT pursues bond sales to leverage the Transportation Trust Fund in order to have more flexibility to fund more projects around the State.

Total projected Maryland Transportation Trust Fund revenues amount to \$28.2 billion for the six-year period covered by the DRAFT Fiscal Year (FY) 2016 – FY 2021 CTP. These amounts are based on the assumption that the economy will continue along a moderate growth scenario for the next six years.

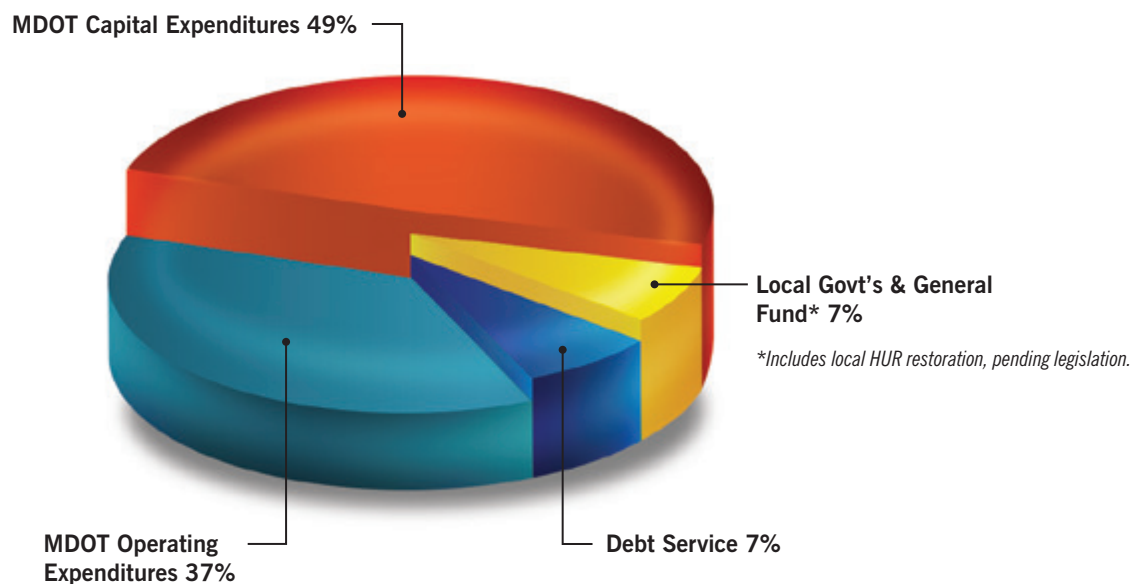
The federal funds Maryland receives for its transportation program must be authorized by Congress. Enacted in July 2012, the Moving Ahead for Progress in the 21st Century Act (MAP-21) authorized federal funding for highway, transit and other multimodal surface transportation projects through September 30, 2014. MAP-21 included policy changes, consolidated program funding categories, and provided funding certainty through September 2014. Congress has extended MAP-21 through October 29, 2015 at existing funding levels.



Under MAP-21, and appropriated through the Federal Fiscal Year (FFY) 2015 Consolidated Appropriations Act, MDOT is expected to receive approximately \$580 million in highway formula funding and \$160 million in transit formula funding. According to the Congressional Budget Office, if Congress does not provide a long term solution to the current gap between Federal Highway Trust Fund (FHTF) revenues and planned outlays, the threat of drastic reductions in the amount of federal highway and transit aid provided to states will continue in FFY 2016 and beyond.

## Where the Money Goes...

The MDOT program is fiscally constrained, meaning that the list of projects is tied to estimates of future revenue. The Transportation Trust Fund supports operation and maintenance of state transportation systems, administration, debt service, and capital projects. A portion of these funds, \$393 million, is directed to the General Fund and another portion is also dispersed among Maryland's counties and Baltimore City to help with local transportation needs. After operating costs, debt service, and local distributions, the remaining money goes toward funding capital projects. Maryland's CTP is the six-year capital budget for all state transportation projects. The DRAFT FY 2016 – FY 2021 CTP totals about \$15.5 billion, \$14.4 billion of which comes through the Transportation Trust Fund and \$1.1 billion from "Other" fund sources. Other sources include funds from Passenger Facility Charges (PFC), Customer Facility Charges (CFC) and federal funds received directly by WMATA.



## Maryland's Transportation Vision and Project Selection

The 2035 Maryland Transportation Plan (MTP) was developed in coordination with stakeholder groups and the public to guide transportation policies and investments. The MTP includes goals, strategies, and performance measures, and provides a strategic framework to guide MDOT in making transportation decisions and investments.

Each year, MDOT evaluates the performance of the Maryland transportation system through the Annual Attainment Report on Transportation System Performance (AR). The AR reviews performance trends for all modes of transportation, indicating the progress towards achieving the goals and objectives in the MTP as implemented through the Consolidated Transportation Program (CTP).



***MDOT's Vision and Mission*** is to provide a well-maintained, sustainable and multimodal transportation system that facilitates the safe, convenient, affordable and efficient movement of people, goods, and services within and between population and business centers.

### 2035 MTP GOALS

★	<b>Safety and Security</b>	Enhance the safety of transportation system users and provide a transportation system that is resilient to natural or man-made hazards.
★	<b>System Preservation</b>	Preserve and maintain the State's existing transportation infrastructure and assets.
★	<b>Quality of Service</b>	Maintain and enhance the quality of service experienced by users of Maryland's transportation system.
★	<b>Environmental Stewardship</b>	Ensure that the delivery of the State's transportation infrastructure program conserves and enhances Maryland's natural, historic and cultural resources.
★	<b>Community Vitality</b>	Provide options for the movement of people and goods that support communities and quality of life.
★	<b>Economic Prosperity</b>	Support a healthy and competitive Maryland economy.

The 2035 MTP is located at: [www.mdot.maryland.gov/MTP](http://www.mdot.maryland.gov/MTP) and the 2015 AR is located at: [www.mdot.maryland.gov/AR](http://www.mdot.maryland.gov/AR)



**MDOT has an updated Bicycle and Pedestrian Master Plan** that establishes a 20-year vision to support cycling and walking as modes of transportation in Maryland. The Plan provides guidance and investment strategies to support cycling and walking, both on-road and off-road, as part of Maryland's multimodal transportation network.

For more information, visit: [www.mdot.maryland.gov/bikewalkplan](http://www.mdot.maryland.gov/bikewalkplan)

## The Consolidated Transportation Program (CTP)

The CTP is Maryland's six-year capital budget for transportation projects. The CTP includes major and minor transportation projects for the Secretary's Office and MDOT's modal agencies. MDOT works together with residents, businesses, local jurisdictions and local and state elected officials to include projects in the CTP that preserve investments, enhance transportation services and improve accessibility throughout the state. To ensure that every dollar available for transportation in Maryland is efficiently spent, MDOT employs a strategic decision making process, using established priorities and criteria to prioritize programs and projects under consideration for inclusion in the CTP.

The full CTP is located at: [www.ctp.maryland.gov](http://www.ctp.maryland.gov)

## Establishing Priorities

Priorities reflected in the CTP support the goals of the MTP, federal and state requirements and mandates, and the interests and concerns of the local governments and the public. Guided by these considerations, MDOT has a clear set of priorities that represent the core focus of the State's investments in its transportation system. These investment priorities include:

*"MDOT employs a strategic decision making process to prioritize programs and projects."*

- Supporting Economic Development and Jobs
- Safety & Security
- Congestion Relief
- System Preservation
- Freight
- Transit Improvements
- Environment
- Bicycle and Pedestrian Travel
- Transit Oriented Development (TOD)

## Project Selection Criteria

The CTP takes nearly a full year to create through the collaboration and work of MDOT staff with state, regional and local elected officials. Each year, local jurisdictions are encouraged to submit priority project(s) to the State by April. It is important for MDOT to hear from local jurisdictions to facilitate collaboration on state and local needs. MDOT uses the following criteria to identify projects and programs that respond to the State's transportation priorities:

- Meets all federal and other legal mandates (e.g. Total Maximum Daily Load (TMDL) compliance, Positive Train Control (PTC) requirement by FRA at the end of 2015, Federal Aviation Administration (FAA) regulations to maintain airport permit);
- Supports the Department's program priorities and MTP goals;
- Meets all federal match requirements to maximize federal revenue sources;
- Supports state plans and objectives;
- Supports existing project commitments and upholds intergovernmental agreements;
- Is one of the top priorities within the County's priority letter;
- Is consistent with local plans; and
- Is included in the regional Metropolitan Planning Organization (MPO) long-range plan (if the project is within an MPO boundary).

The full CTP can be found online at: [www.ctp.maryland.gov](http://www.ctp.maryland.gov)

## Transportation Funding Announcement on June 25, 2015 to Advance Maryland's Economy

Governor Hogan announced \$1.97 billion to fund highway and bridge improvements across the State. The \$1.97 billion preserves \$625 million for planned projects and adds \$1.35 billion for new projects to be underway by 2018. The \$1.35 billion in new projects includes \$845 million for new major construction projects and \$500 million for new minor projects to fix bridges and improve roads. This CTP will eliminate all known structurally deficient bridges on the State system.

The \$845 million in newly funded top priority highway projects were identified by local and state elected officials in their county priority letters presented annually to MDOT. Each of these important highway projects improves safety and reduces congestion.

### \$845 Million in New Major Highway Construction Projects

★	MD 404	Widening MD 404 from two to four lanes with a median and shoulders from US 50 to the Denton Bypass
★	I-270	Implementing Innovative Congestion Reduction Strategies from the I-270 Y split to I-370
★	US 113	Widening US 113 from two to four lanes, with a median, from Five Mile Branch Road to north of Public Landing Road (phase 4)
★	US 219	Upgrading and realigning US 219 north of I-68 and building a new interchange at I-68 (Includes \$90 million in special federal Appalachian Development Highway System funding)
★	MD 175/ MD 295	Reconstructing the MD 175/MD 295 interchange to improve access to Fort George G. Meade
★	US 50	Reconfiguring traffic lanes along Eastbound US 50 over the Severn River Bridge to provide an additional lane to reduce congestion
★	I-95/I-495	Upgrading the existing partial interchange at the Greenbelt Metro Station to a full interchange to support the proposed FBI Headquarters and Transit Oriented Development at the Station
★	US 1	Reconstructing US 1 to a four lane divided highway with a median and bicycle/pedestrian safety improvements from College Avenue to MD 193
★	MD 140	Widening Northbound MD 140 (Reisterstown Road) to add a third lane from Painters Mill Road to Garrison View Road
★	MD 2/4	Widening MD 2/4 (Solomons Island Road) to provide a third through lane and auxiliary lane in each direction (phase 2)
★	MD 5	Improving the intersection at MD 5 (Point Lookout Road) and Moakley Street/Abell Street
★	MD 5	Improving safety along MD 5 (Point Lookout Road) from Camp Brown Road to the Ranger Station
★	MD 85/ I-270	Reconstructing the I-270/MD 85 interchange and MD 85 between Spectrum Drive and Shockley Drive/Crestwood Drive to reduce congestion and rebuild two structurally deficient bridges



## \$500 Million in New Minor Highway Construction Projects

★	\$250 million	Repaving Roads
★	\$150 million	Repairing Bridges
★	\$55 million	Enhancing Traffic Flow and Fixing Drainage
★	\$40 million	Improving Roadway Safety
★	\$5 million	Improving Pedestrian Safety

## \$625 Million in Preserved Major Highway Construction Projects

★	I-81	Widening I-81 (Phase 1) from four to six lanes between the Potomac River and MD 68 (Lappans Road), and includes widening the I-81 dual bridges over the Potomac River
★	I-695	Widening approximately one mile of the I-695 Outer Loop from US 40 to MD 144 from three to four lanes
★	US 40/MD 159/ MD 7	US 40/MD 159/MD 7 BRAC intersection improvements at Aberdeen Proving Ground (phase 2)
★	MD 30	Upgrading MD 30 Business by making roadway, drainage and sidewalk improvements from south of North Woods Trail to the CSX Railroad north of Hampstead
★	MD 175	Widening MD 175 from two to six lanes, with a median, from Reece Road to Disney Road
★	I-270	Constructing a new I-270 interchange at Watkins Mill Road with improvements along I-270 from north of MD 124 to south of Middlebrook Road
★	MD 97	Constructing a new two-lane MD 97 (Georgia Avenue) highway around central Brookeville
★	MD 4/ Suitland Parkway	Constructing a new interchange at MD 4/Suitland Parkway to replace the existing at-grade intersection
★	MD 5/MD 373/ Brandywine Road	Constructing a diamond interchange to improve access to and from MD 5

## Toll Reductions

Responding to Governor Hogan's calls to lower tolls, on May 7, 2015, the MDTA Board approved recommendations from staff to decrease toll rates across the State, increase E-ZPass<sup>®</sup> Maryland discounts and eliminate the monthly \$1.50 E-ZPass<sup>®</sup> account fee. These changes were selected because they provide the greatest benefit to users of the toll system; they improve user convenience, and they preserve MDTA's ability to operate, maintain, and improve Maryland's eight toll facilities.

The \$54 million annual toll reduction (over a quarter billion dollars over five years) was made possible by efficiencies in MDTA's capital and operating budgets that allow the agency to meet its financial responsibilities and implement the Governor's toll rollback. Even with this 3% reduction, the MDTA maintains a robust budget of \$1.85 billion over six years. These investments will fund key projects, including: cleaning and painting the westbound Bay Bridge, redecking I-95 south of the Fort McHenry Tunnel, and replacing the Canton Viaduct (an elevated section of I-895 north of the Harbor Tunnel).

Specific details regarding the toll reductions are available at [www.mdt.maryland.gov](http://www.mdt.maryland.gov)

## Baltimore/Washington International Thurgood Marshall Airport (BWI Marshall)

With 22,761,893 total passengers traveling through BWI Marshall in FY 2015, it is the busiest airport in the National Capital Region. BWI Marshall is a world-class airport, providing invaluable access to destinations around the world. BWI Marshall acts not only as an air transportation center, but also as an economic generator and a catalyst for growth in the region. Passenger airlines, taxi services, retail operators in the terminal, security services, and a host of other businesses all contribute to the regional economy. Visitors who travel to the region create additional economic spending, and all of the activities generate taxes for the local and state governments. Even businesses not located at the airport rely on the access that is provided to move their goods or personnel by air.

In addition to the direct and airport-specific activities, indirect jobs in the region are created through airport employees spending locally on goods and services such as food and housing. Based on 2014 data, BWI Marshall's economic benefits include nearly 98,000 jobs, \$3.8 billion in personal income, \$7.0 billion in business revenue, and more than \$1.6 billion in local purchases. Combined, the tax contribution is more than \$796 million per year. Since 2010, BWI Marshall has seen the following economic increases: 10.7% in total jobs, 20.1% in personal income, 42.7% in business revenues, and 4.7% in local purchases based on airport generated activity.



## The Helen Delich Bentley Port of Baltimore

The Maryland Port Administration (MPA) manages the public marine terminals of the Helen Delich Bentley Port of Baltimore with the mission to increase the growth of waterborne commerce through Maryland to provide benefits for the entire state. The Port of Baltimore ranks ninth in dollar value and 13th for international cargo tonnage among 360 United States ports. It handles more autos, farm and construction machinery, imported forest products, imported sugar, and imported aluminum than any other American port.

Averaging nearly 40 container moves per hour per crane, the Port of Baltimore is also known for being one of the most efficient seaports on the East Coast. Business at the Port of Baltimore generates 14,600 direct jobs while 108,000 jobs in Maryland are linked to port activities.

The Port of Baltimore results in personal wage and salary incomes of \$3.0 billion, regional business revenue of \$1.7 billion, local purchases by businesses dependent on port activity of \$1.0 billion and \$304 million in state and local tax revenues. (as of June, 2015)

The Port of Baltimore serves not only the local market, but the commerce of the entire mid-Atlantic region. The Port of Baltimore efficiently and competitively links the National Capital region to the world market, as well as more cost effectively to the mid-west region for large and oversized cargo.



## Baltimore Transit Improvements

Providing safe, efficient and reliable transit services with world-class customer service is a priority for MDOT. In order to be more open and transparent on transit performance, the Maryland Transit Administration (MTA) this fall will post a Transit Performance Improvement Plan on its website. It will focus on reliability, ridership, on-time performance, and farebox recovery, and will be updated quarterly.

MDOT has reached out to stakeholders to identify the most important transportation needs to improve transit in the Baltimore Region. Using an MTA Stakeholder Work Group, MDOT has been reaching out to business leaders, local jurisdictions and transit users to better understand their needs and interests for improving transit and transit performance. Hearing from elected officials, business leaders and transit users is vital to developing a path forward.

The Maryland Department of Transportation is committed to working with all of MTA's customers to improve the region's transit system. MTA also will pull from the wealth of data and stakeholder outreach from the Bus Network Improvement Plan that included outreach to more than 1,100 stakeholders in the region. Once alternatives are identified based on the stakeholder's priorities, MDOT staff will identify costs and begin to implement those improvements that can be advanced.

Key transportation improvement areas include:

- Providing a more reliable and timely transit experience
- Improving transit connections, integrating all of the public and private transit services
- Marketing and mapping all of the transit options to make the transit experience easier
- Providing better connections to jobs
- Providing better, more robust real-time transit information
- Making transit more flexible and efficient
- Considering bus priority signals and lanes
- Enhancing safety and security

For more information, visit [www.mdot.maryland.gov/MTAStakeholderGroup](http://www.mdot.maryland.gov/MTAStakeholderGroup)

## Purple Line Progress

On June 25, 2015, Governor Hogan announced his commitment to move forward with a more cost-effective and streamlined version of the Purple Line. MDOT is currently implementing a Public-Private Partnership (P3) delivery method for the Purple Line. The Purple Line is a proposed 16-mile light rail line extending from Bethesda in Montgomery County to New Carrollton in Prince George's County. It will provide a direct connection to the Metrorail Red, Green and Orange lines; at Bethesda, Silver Spring, College Park, and New Carrollton. The Purple Line also will connect to MARC, Amtrak, and local bus services.

A shortlist of four proposer teams was selected in January 2014, the Request for Proposals was released in July 2014, and P3 proposals are due in late 2015. The expected outcome of the P3 process will be a 35-year, performance-based agreement between MDOT and the selected private partner. The private partner, also referred to as the concessionaire, will be responsible for key aspects of final design, construction, financing, operations and maintenance of the Purple Line asset over the agreement term. In addition to state transportation funds, the Purple Line is funded with federal funds, local contributions and private partner investments.

For more information, visit [www.purplelinemd.com](http://www.purplelinemd.com)







## Ongoing Initiatives

Within the 6-year CTP, MDOT has initiatives that will improve your experience on Maryland's transportation system and help to achieve the goals of the MTP by helping to provide for a safe, convenient, affordable and efficient movement of people, goods and services throughout the State. Here are just a few examples of how we are making Maryland's transportation system better for you!

### MTA

- Continuing to improve on-time performance and reliability through real-time data improvements, increased on-time reporting and improved maintenance tracking, leading to a more reliable and efficient bus system.
- Updating rolling stock through the purchase of new railcars and locomotives for the MARC train system, performing a mid-life overhaul of the entire Light Rail fleet, and replacing the Metro fleet with the purchase of 90 new cars will increase reliability, safety, and customer satisfaction.
- The purchase and improvement of MARC rolling stock, installing Positive Train Control (PTC), and adding the Bike Car and Weekend Service all help assure that the MARC train continues to be one of the safest, most reliable, and customer-friendly transit options available.



### SHA

- MD 404 and US 113 will be delivered utilizing the Design-Build approach which will accelerate the construction start and construction completion of each project.
- The I-270 project will be delivered utilizing the "Progressive" Design-Build approach, which allows for maximum flexibility and innovation to develop and implement cost effective and efficient solutions within the I-270 corridor to reduce delay and improve travel reliability.
- Assessing projects using the Practical Design Guidance to ensure that the design meets today's needs and is cost effective.



### MDTA

- Ongoing construction to reconfigure northbound and southbound I-95 between the Fort McHenry Tunnel and the I-95 Express Toll Lanes will provide four continuous mainline lanes in each direction.
- System preservation at our tunnels and bridges along I-95, including pavement resurfacing, better lighting and repairing, rehabilitating and improving over 50 bridges north of the Fort McHenry Tunnel will help to ensure a safe and reliable ride.



### MAA

- Terminal improvements and airfield construction will allow BWI Marshall to accommodate new flights and ensure a safe and efficient experience for airport travelers.
- Noise mitigation programs at BWI Marshall Airport will address noise impacts from aircraft operations to our neighbors.



### MPA

- The Cruise Maryland Terminal is being renovated to enhance the customers' experience.
- Through a federal discretionary grant, the Port of Baltimore will have a widened shipping channel to Seagirt Marine Terminal to allow access by larger ships, will have rail capabilities to the Fairfield Marine Terminal and will increase cargo storage, all enabling the Port increased opportunities to support freight access and movement to the State of Maryland.



### MVA

- Through reduced wait times in branch offices and the convenient and efficient use of alternative services, including Internet, kiosks, mail and telephone, we will continue to improve the level of customer service provided to the residents of Maryland.
- Improved technology to provide a more enhanced and secure Driver's license, as well as enhanced opportunities to complete your transactions through the Internet or kiosks or through voluntary appointments at an office location.

